



The city of Phoenix has been recognized with the CIO-100 Award for strategic excellence in the use of technology for three years in a row. The city earned the CIO-100 Award for its demonstrated excellence in integrated technologies and procedures to improve customer service.

Phoenix's Commitment To Excellence

The City of Phoenix continues to receive recognition for efficiency and effectiveness. Ten years ago, we received the Carl Bertelsmann Prize for being one of the two best-run cities in the world. In March 1995, Phoenix received straight A's on *Financial World* magazine's "State of the Cities" study, and in February 2000, the City again received the highest rating in *Governing* magazine's "Grading the Cities" report.

Two years ago, the City of Phoenix was recognized as the nation's most efficiently run city. The report, published by the Reason Public Policy Institute (RPPI), was titled "Competitive Cities: A Report Card on Efficiency in Service Delivery in America's Largest Cities." The comprehensive national study measured how well 44 major U.S. cities deliver municipal government services. Overall, Phoenix ranked the highest.

The report researched the amount of money and employee work time required in providing various services, such as police protection, trash collection and street maintenance. According to the results, Phoenix achieves high efficiency in delivering five of the 11 city services studied. The Parks and Recreation and Library departments consistently received higher scores than peer departments in comparable cities. In addition, the RPPI Report distinguished Phoenix for

developing the most understandable and useful information for its residents, which attests to the City's commitment to customer service.

In 2003, the City of Phoenix once again gained national recognition this time for its efforts in promoting cultural diversity. The National Black Caucus of Local Elected Officials (NBC-LEO) and the National League of Cities selected Phoenix as the winner of the 2003 City Cultural Diversity Award for cities with a population greater than 400,000. The City was recognized for setting a strong example of how cities can improve and promote cultural diversity in their communities. More specifically, the 2003 NBC-LEO award recognized the work of the City's Diversity Task Force. This task force, made up of employees from all levels of the organization, worked for more than eight months to brainstorm diversity issues and discuss the barriers to building diversity, equity and fairness in the City organization. Their 77 recommendations have resulted in strengthened employee efforts to work as a team, and better awareness of how best to provide excellent service to our diverse community.

Despite the many accolades, we continue to look for new ways of improving operations and the quality of customer service delivered to internal and external customers. During the past year, City employees, work groups and departments were recognized for their hard work and dedication to safety and customer service. The City of Phoenix genuinely values its customers – internal and external.

City of Phoenix Excellence Awards

Each year, the City of Phoenix recognizes employees with excellence awards for outstanding service. This past year, many of the excellence awards were presented for outstanding examples of dedication to safety and the enhancement of customer service.

- Following the Sept. 11 attacks, the Integrated Emergency Plans team determined that the city's Service Centers lacked a uniform emergency plan. Each site had an emergency plan, but each lacked uniformity. This team stepped up to the challenge and created a uniform plan that covers anything from fires and floods to bomb threats. The team also scheduled fire drills, installed directional signs pointing out emergency exits, and bought megaphones for site commanders to communicate with staff in the event that intercom systems go down. This was truly a team effort. Not only did they help each other to achieve this goal, they also showed sincere concern for the safety and security of their fellow employees.
- The Gravano Ecstasy Drug Ring Task Force received an excellence award for their investigation of Sammy "The Bull" Gravano's drug ring that resulted in 72 arrests and confiscated as many as 19,504 ecstasy pills and 29 illegal weapons. The investigation into the large-scale ecstasy drug dealing organization led by Gravano was a difficult task which began almost three years ago and did not end at the conclusion of the court-ordered wiretap. Their investigation continued through detective leads that led to national and international connections. Their work continued

into the trial stage which was tedious and required phenomenal attention to detail. Our detectives and supervisors continued to be involved up until the day of sentencing for Gravano in November 2002. Each of the investigators demonstrated an extreme amount of patience, teamwork, interagency cooperation, and tremendous investigative ability in order to complete this investigation.

- The Ford Crown Victoria Fuel Bladder Retrofit Project Team was recognized for their efforts to solve a manufacturing flaw on the Ford Crown Victoria that had contributed to three fatal accidents involving Arizona police officers and a fiery crash involving Phoenix Officer Jason Schechterle. This team went to work

as quickly as possible to keep our police force out of a potentially dangerous situation. The Equipment Management Division researched the fuel bladder market and with the Finance Department's help they expedited the vendor qualification process and came up with cost estimates. The team met with Ford regional managers and traveled to Oregon to work out technical installation details. They now give presentations and take calls from across the Valley and nation to share their lessons learned.

- The Disparity Working Committee received an excellence award for their dedication toward enhancing the City's Minority, Woman and Small Business Enterprise Program. This committee

has been meeting on their lunch breaks once a week for the past two years to keep the program on track. Over the past year, team members conducted or participated in more than 80 community events, training seminars and conferences for M/W/SBE which were attended by more than 5,000 people. They held monthly certification workshops, and workshops to help newly certified firms through the bidding and contracting process, and even showcase events to give the firms exposure to City departments. They also were recognized nationally for their efforts when the national Black Caucus of Local Elected Officials of the National League of Cities honored the program as first runner up for the City Cultural Diversity Award.



After a manufacturing flaw was found to have contributed to four fiery crashes involving Arizona police officers, the Ford Crown Victoria Fuel Bladder Retrofit Project Team went to work to make the city's Crown Victoria police cruisers safer. Phoenix has led the nation in this research and implementation of safety measures.

- William Arnold of the Police Department Laboratory Services Bureau received an excellence award for his contributions to the Toxicology Section, where he initiated and implemented many new and creative ideas which resulted in more efficient use of time and resources. For example, William took the initiative to create databases to record drug analysis results, keep track of all drug recognition expert cases, and track the flow of cases through the lab, as well as outstanding programs to access data from the intoxilyzer database, making the data easier to read and use in DUI cases. He received several letters from the City Prosecutor's office and defense experts praising these efforts. He even went out with the

DUI vans on his own time to practice doing field sobriety tests with 100 percent accuracy. Since Will has been in the lab, the average case time has been reduced from 59 days in July 2001 to 22 days in June 2002. In the same time, backlog has been reduced by 86 percent. William's work habits, team spirit and enthusiasm make him an invaluable member of the Laboratory Services Bureau and the City of Phoenix.

- Detective Matthew Deal reached the peak of excellence by truly touching the lives of a Phoenix family. One day while working the Auto Theft Desk, he received a call from a citizen looking for information on her previously stolen vehicle. He learned

that not only had the vehicle been stolen, but a specialized wheelchair for her two-year-old son, Jason who has cerebral palsy, also was in the car. Realizing the extent of the victimization, Detective Deal began to make phone calls to locate a wheelchair for Jason. Through his persistent efforts, he obtained a loaner chair and finally Child Rehabilitation Services, Inc. agreed to build an upgraded personalized wheelchair free of charge. Realizing that without transportation, the family would not be able to transport Jason to his numerous doctor appointments, Detective Deal managed to have a new vehicle donated to the family.



The Disparity Committee meets regularly to keep the city's Minority, Woman and Small Business Enterprise Program on track. The program helps small businesses grow and develop by encouraging them to be certified to participate in city business opportunities. The program also provides a bid price incentive for women and minorities in the purchase of goods and services.

- Will Gonzalez of the City Prosecutor's Office was recognized for his dedication toward improving the quality of life within the City's Palomino Community. This area has seen numerous efforts to improve its residents' quality of life, but it had been difficult to find long-term solutions to the many neighborhood problems. Will went to work with Police, Neighborhood Services and Parks and Recreation departments, and private businesses to teach community members what they

could do about their own safety and what resources are available to them. When he is not championing neighborhoods in court, Will is meeting with neighbors to organize and revitalize Block Watch groups. He provides the materials they need and then supports their efforts by helping with guest speakers and attending community events. He has assisted with four separate Block Watch programs and has encouraged several apartment complexes to become crime free.

City Employees Give Back to the Community

Even in these challenging economic times, the generosity of City employees continues to shine brightly. Our core values – what we call our Visions and Values – guide us not only in doing our jobs every day, but in many cases the way we live our lives. We are proud of what these statements say about us:

- We are dedicated to serving our customers.
- We value and respect diversity.
- We work as a team.
- We each do all we can.
- We learn, change and improve.
- We focus on results.
- We work with integrity.
- We make Phoenix better!



Will Gonzalez in the City Prosecutor's Office was instrumental in improving the quality of life for residents of the Palomino community in northeast Phoenix. From his efforts in court to working directly with neighbors, he has made a difference in the safety of this community.

We care about our community and our dedication goes beyond the scope of our day-to-day duties.

This past year City employees raised a record \$1.1 million for the Community Service Fund Drive benefiting nearly 500 health and human service programs in the Valley of the Sun. We collected more than 12,000 pounds of food, donated more than 1,000 units of blood, adopted hundreds of families for the holidays, and collected countless articles of clothing and supplies for children and the homeless.

Thanks to the dedication of one employee, a young child received the free services of a medical team for life-saving heart surgery. Many other employees work to improve the quality of life for people facing life-threatening illnesses, those with disabilities, at-risk youth, seniors and more. Like so many in the community we serve, our employees give generously of themselves, their time and money to help those in need. We are part of this community and making Phoenix a better place to live and work is our bottom line.

City Departments and Work Teams Exhibit Service Excellence

Over the past year, several City departments and work teams received awards and recognition for their dedication to customer service and for achieving excellent results in their work objectives. Often efforts focus directly on the customer. At other times, services are indirect, such as through improved environmental conditions. Ultimately, the result is a higher level of satisfaction among all Phoenix residents. The following City departments or work teams have exhibited noteworthy accomplishments in their efforts regarding customer service.

- Thanks to the city's Information Technology Department, Phoenix received the CIO-100 Award from CIO Magazine in October 2002 for the third consecutive year. The award recognizes organizations around the world that exemplify the highest level of operational and strategic excellence in the use of technology. This year's award focused on demonstrating positive business performance through integrated technologies. The City's Web site, phoenix.gov, and the Seamless Service Directory are two examples of how the City uses technology to enhance customer service.
- The City of Phoenix was a top award recipient at the 21st Annual Valley Forward Environmental Excellence Awards Program. The City received Awards of Merit for Dario Travaini Visitor's Center, Cave Creek Water Reclamation Plant (Phase I) and the Phoenix Parks and Recreation Department's Natural Resource Division. The City also received two Crescordia Awards for the following projects:
 - Steele Indian School Park
 - Water Spells -- Wastewater Treatment Education Tour

Employee Suggestions Streamline Operations and Cut Costs

The Employee Suggestion Program (ESP), which began in the mid-1950s provides the City of Phoenix and its employees with a method for generating and sustaining continuous improvement. The financial awards and attention given to the program demonstrate to employees that City management values their input. As a result, employee suggestions submitted throughout the program save the City

millions of dollars through direct cost savings and other productivity and cost avoidance improvements. Employees can make improvement suggestions for any city operation, not just for their own department. Some examples of employee suggestions awarded in the 2002-03 fiscal year are described in the following:

- The Fire Department developed a mobile mapping system in-house. The new mapping system improved emergency response time, firefighter safety and improved customer service delivery. The annual savings to the City due to this project being developed in-house was \$800,000.
- The Water Services Department implemented a significant cost avoidance value suggestion by rebuilding and changing the location of the Upper Cloud Croft Booster Station to meet customer demand. Not only did this idea eliminate customer complaints it saved the City over \$71,000 in labor annually.
- The Police Department modified the PACE purge list by adding date and comments to the list. This enabled detectives to identify the inactive cases that needed attention. The labor savings by implementing this modification was \$60,000.
- A database was developed in the City Clerk's Office that monitors campaign finance filings and generates reminder notices and violations. The cost avoidance from reduced staff time on these projects is estimated at \$43,000 annually.

The City of Phoenix has become a leader throughout the world in delivering excellent municipal service. The reason for our success is the strong commitment by our employees to reach for excellence in all they do.